

Dr. Snehal Shah

Bhavan's Campus, Munshi Nagar, Dadabhai Road, Andheri (W), Mumbai, 400058

Email: snehal.shah@spjimr.org T: +91 022 26230396 M: +91 9933096508

SUMMARY

- Teaching Research & Consulting In the area of Leadership Development and Cross-Cultural Aspects in India and US
- HR Analytics role at Nortel Networks, McNeil Associates and Bank of America. Consulting and Executive Education experience at ABN Amro, SOIL.
- Teaching at Masters/Ph.D. program at top US and European Universities (Milan, Italy)
- Lead & Facilitated India Immersion Program for Japanese Delegation of Senior Executives
- Ph.D. in Organization Behavior from Carnegie Mellon University, USA
- Hands-on HR experience at Bank of America, ABN Amro and Nortel Networks
- Research Publications in Top Journals such as Journal of Management Development, Journal of Applied Psychology and Journal of Organization Behavior
- Expertise in International Human Resources, Organization Behavior, Leadership Development
- Demonstrated skills in statistical analysis & interpretation, project management and training
- Author of *"India: Caste, Commitments & Change"*, a chapter in a book on Psychological Contracts
- Consulting experience in Banking, Telecommunications, Healthcare and Public Policy
- Hogan Certified Coach, Caliper Certified Coach
- Reviewer for research journals in US and India

EXPERIENCE

SP Jain Institute of Management & Research (SPJIMR)

April, 2016 to Present

Professor, Research & People & Performance

I2V Solutions, "Enabler of Research Driven HR Strategy"

June, 2014 to March, 2016

Founder and CEO

- Consulting projects with Large Public and Private Sector organization in the area of Case Writing, HR Analytics and HR Strategy
- Visiting Faculty at SOIL teaching Global HR Strategy

School of Inspired Leadership (SOIL),

January, 2011 to May 2014

Professor and Chief Researcher of Human Resources and Organization Behavior

- Taught Personality Development Sessions on "Creativity" at Milan Institute of Polytechnique, Italy
- Designed and Delivered MBA level courses such as: Organization Behavior, Global Human Resources (Cross Cultural Connectedness), Appreciative Inquiry, Organization Development and Strategic Human Resources
- Conducting research in the area of Inspired Leadership and the interface between Spirituality and Business
- Contributed to SOIL HR Consulting/Executive Education projects in the capacity of a Coach, Facilitator & Cross-Culture Thought Leader. Conducted workshops on topics such as High Performing Teams, HR Analytics and Change Management
- Presented papers and thought articles in Conferences & National Level Associations
- Provided leadership to design, deliver and deploy an industry-ready, learning outcome-based curriculum for the Human Resource Leadership Program at SOIL.

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Bank of America, Charlotte, NC

2007 - 2009

Vice President, Leadership Development

- Developed model to assess organization culture, specifically to help integrate cultures across three mergers (Bank of America with LaSalle, Countrywide and Merrill Lynch)
- Evaluated impact of senior leadership development programs, in order to enhance program effectiveness
- Participated in design, content and delivery of senior leader pipeline and transition programs
- Leveraged Attrition Analytics to proactively manage retention practices for senior leaders and expatriates
- Led initiative to automate leadership program participant data management

ABN Amro, India

2006 - 2007

Retention Consultant

- Implemented Retention Management, leveraging in-depth analysis on reasons for attrition, cost of attrition and potential actions to enhance retention; customized for different levels of management.
- Established metrics to track attrition based on regretted and non-regretted attrition
- Enabled inclusion of attrition targets for managers at each level, to ensure successful implementation

T. V. Rao Learning Systems (TVRLS), India

2005 - 2007

Human Resource Consultant

- Managed the Mumbai office of TVRLS, which involved business development, client interface and conducting workshops
- Provided consulting services for 360 Degree Feedback, Competency Mapping, Leadership Development and Change Management

McNeil Research and Evaluation Associates, Raleigh, NC

2002 - 2005

Senior Research Associate

- Led projects to improve effectiveness of US Department of Labor programs
- Prepared high visibility reports used by policy makers, and government administrators
- Managed client interface and served as liaison with sub-contractor, *Mathematica Research*
- Developed data collection instruments and used various analytical tools for complex datasets

North Carolina State University, Raleigh, NC

2000 - 2002

Adjunct Faculty, Ph.D Program

- Designed & Taught "Statistics and Applied Research Methods" in the Doctoral Program

Adjunct Faculty, Masters Program

- Designed & Taught "Organizational Change and Learning", a course focused on how organizations can better manage change and enhance their productivity through developing learning capabilities

Nortel Networks, Raleigh, NC

1999 - 2000

HR Associate, Workforce Research and Strategy

- Developed an attrition model based on structural equation modeling in SAS
- Assessed the impact of an organizational change initiative for the sales force effectiveness team
- Managed several research projects to evaluate productivity conditions, employee satisfaction and sales force effectiveness, using qualitative and quantitative research techniques

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Carnegie Mellon University, Pittsburgh, PA

1994 - 1997

Teaching Instructor

- Introduction to Organization Behavior: an undergraduate course
- Organization Management: Taught specific sessions on organizational change

Consultant, Organization Development (for Healthcare Industry)

- Assessed the effectiveness of "empowerment" for a 5000 bed hospital facility in terms of improvement in quality of care, patient satisfaction and nurse professionalism

Coordinator, Asia Projects, External Affairs Office

- Developed plans to market the executive education program in India
- Coordinated promotional activities to forge partnerships with business communities in India and SE Asia

GCMMF (India's largest marketing organization for dairy products), India

1992 - 1993

Senior Officer, Human Resources

- Proposed changes to the Performance Appraisal System, which were adopted by top management
- Designed a comprehensive training program for marketing and sales force
- Revised employee-related policies and complied service rules
- Provided counseling services to employees

EDUCATION

Carnegie Mellon University

Ph.D. in Public Policy and Management

Focus: Organization Behavior & Organization Development

Master of Philosophy

Focus: Organization Behavior

Institute of Rural Management, India

MBA (PGDRM degree)

Focus: Human Resources

OTHER

Professional Recognition

- Academic Game Changer Award for the Best HR Program in the Country – School Of Inspired Leadership
- Special recognition for *Excellence in Project Performance*, Nortel Networks
- *Client Satisfaction Award* for project management, McNeil Research and Evaluation Associates

Computer and Analysis Skills

- Extensive experience in complex statistical analysis such as Ordinary Least Square regressions, factorial analysis, logit, probit, multi-dimensional scaling, maximum-likelihood techniques, etc.
- Proficient in statistical software packages: SPSS, STATA, and SAS
- Proficient in using qualitative data software such as NVivo
- Microsoft Office, Causal Modeling software (LISREL, AMOS)
- Network relationship software (UCINET, KRACKPLOT).

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Publications and Presentations (See Appendix 1)

- Journal of Management Development
- Chapter in a book on International Psychological Contracts
- Journal of Applied Psychology
- Journal of Organization Behavior
- Newspaper Articles
- Paper presentations in International and National Conferences

Appendix 1

- * Shah, S. (2014); Sachdev, A. How to develop spiritual awareness in the organization: lessons from the Indian yogic philosophy. *Journal of Management Development*
- * Shah, S; Todi, Nupur (2012). A Myth or A Cure? Compassionate Leadership in the Workplace. A Thought Paper for the CII Conference on Compassionate Leadership, Hyderabad
- * Shah, Snehal (2000). "India: Caste, Commitments and Change?" Book Chapter in "International Psychological Contracts": Sage Publication.
- * Rousseau, D.; Tijoriwala-Shah, S. (1999). "It Takes a Good Reason to Change the Psychological Contract". *Journal of Applied Psychology*
- * Rousseau, D.; Tijoriwala-Shah, S. (1997). "Measuring Psychological Contracts" *Journal of Organization Behavior*
- * Rousseau, D.; Shah, S. (1996) "Perceived legitimacy and Unilateral Psychological Contract Changes". *Presented at SIOP conference (Society for Industrial and Organizational Psychology) at San Diego, 1996.*
- * Shah, S.; Rousseau, D.; Babcock, L; Taylor, L. (1996). "The Role of Psychological Contracts in Organizational Change". *Presented at Tilburg University, The Netherlands, 1996.*